

DEFENSE LOGISTICS AGENCY

NOVEMBER - DECEMBER 2009

LOGLINES

WARFIGHTER SUPPORT
ENHANCEMENT

STEWARDSHIP EXCELLENCE

WORKFORCE DEVELOPMENT



2010 DIRECTOR'S
GUIDANCE
Warfighter-focused, Globally responsive supply
SPECIAL INSERT
2010 Director's Guidance Booklet
page 18

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from the **DIRECTOR**

Navy Vice Adm. Alan S. Thompson, SC, USN
Director, Defense Logistics Agency

The end of fiscal 2009 found the Defense Logistics Agency team fully immersed in its efforts to meet the challenges laid out in my 2009 Director's Guidance. The beginning of a new fiscal year provides a natural point at which to measure the Agency's success and plan for obstacles we must negotiate in our quest to support America's warfighters. At the beginning of October, I released my 2010 Director's Guidance, which responds to our stakeholders' expectations concerning DLA's most immediate challenges and those that continue from the previous year.

DLA continues to play a critical and increasing role in providing logistics

support and collaborative leadership to the Defense Department's global supply chain. Given the evolving global economic and political environments, I expect still more will be asked of our team in the months and years to come.

I congratulate you on your success in pursuing the initiatives outlined in my 2009 guidance and ask that you remain focused and ready for the changes this coming year will bring to our mission. We must continue to provide agile and responsive support in key forward-operational areas like Southwest Asia, ensuring the warfighters in theater have what they need to be mission-ready. This also means we must practice good stewardship as we support drawdown efforts in Iraq so equipment that can be reutilized is passed along to units in need.

The military services have divested much of their industrial work to DLA through the 2005 Base Realignment and

Closure decisions, and we must expedite efforts to enhance supply, storage and distribution performance at these sites. We are also driving forward with efforts to enable more efficient stewardship of public resources and strengthen workforce-development initiatives related to diversity, training and information technology. And we do all this while keeping warfighter support as our primary focus.

To this end, I have defined three strategic goals for fiscal 2010 and beyond — Warfighter Support Enhancement, Stewardship Excellence and Workforce Development. Twenty initiatives support these goals, and some carry over from last year because I saw the need for continued special emphasis. I encourage you to become well-versed in these goals and initiatives because they form the backbone of our strategy to pursue excellence as America's only combat logistics support agency. ⚪

LOGLINES

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Contents

November - December 2009

Director's Guidance 2010

Gearing Up

Agency director marks past year's accomplishments, drives ahead with 2010 strategy for warfighter support.

2



pg 2

Drawing Down

Field activities work in concert to move the mountain of supplies accumulated during six years of operations in Iraq.

8

Up and Running

Joint contingency contracting office preps to come online, tests capabilities during military exercises.

12

Adding On

Realignment and closure decisions expand Agency mission, spotlight new ways to support warfighters.

14

Coming Soon

Updated information portal promises one-click access to critical IT systems, collaboration tools.

18



pg 12

Think Diversity

Working group, Equal Employment Opportunity Office team up to increase representation of specific groups in workforce.

20

Head Hunters

Recruiters from across Agency pool resources, explore innovative options to bring qualified candidates on board.

22

Work in Progress

Enterprisewide procurement system, a Defense Department first, aims to streamline acquisition, improve customer support.

24



pg 26

Big Business

Employees seek acquisition excellence with integrity while executing massive contracting operation.

26

Operation Warfighter

Wounded warriors find new purpose, job skills as part of Agency team.

36



pg 36

DEPARTMENTS

Ten Questions with ... 30

DLA NewsWire 33

2010 DIRECTOR'S GUIDANCE

GEARING UP

Story by Beth Reece

There's not much doubt when it comes to Navy Vice Adm. Alan Thompson's opinion of Defense Logistics Agency employees.

"I would put them up against any private sector or government workforce anywhere," the DLA director said in a recent interview with Military Logistics Forum.

As swift as Thompson is to praise his employees, he's equally quick to lay down challenges to ensure the Agency he has led since November 2008 maintains its

ability to meet customers' evolving needs.

In October, Thompson released his fiscal 2010 Director's Guidance, incorporating 20 initiatives in three strategic-focus areas: Warfighter Support Enhancement, Stewardship Excellence and Workforce Development.

Unlike the 2009 guidance, which was calendar year-based, the 2010 guidance is fiscal year-based to align with personnel performance objectives and the annual budget cycle.

"There are numerous current and emerging challenges ahead for the armed forces, Department of Defense and our entire nation. As a result, war-fighting and contingency operations,

Soldiers from 4th Brigade Combat Team, 4th Infantry Division, based at Fort Carson, Colo., check in with their base during a routine patrol in Kunar province, Afghanistan. Defense Logistics Agency Director Navy Vice Adm. Alan Thompson's fiscal 2010 Director's Guidance aims to ensure DLA resources and capabilities support expanded military operations in Afghanistan.



Army Sgt. Matthew Moeller

2010 INITIATIVES

WARFIGHTER SUPPORT ENHANCEMENT

- Ensure DLA resources and capabilities support expanded operations in Afghanistan.
- Build on existing efforts to ensure DLA supports a responsible drawdown effort in the Iraqi theater and related military service resets.
- Improve integration and performance in Base Realignment and Closure mission areas.
- Lead departmental efforts to execute alternative fuel/renewable energy solutions for warfighters.
- Design and develop a DLA retail strategy to optimize related supply-chain performance factors.
- Build the Joint Contingency Acquisition Support Office to full operational capability and begin operations.
- Design future Defense Distribution Center distribution and reverse logistics capability by evaluating results of a broad agency announcement and executing accordingly.
- Actively engage with the services' program managers and program executive officers to determine how to provide strategic support throughout logistics life-cycle management.
- Revise performance metrics with key stakeholders to further align Agency performance with mission priorities.
- Enhance DLA's partnership with engineering support activities.



STEWARDSHIP EXCELLENCE

- Assess and resolve remaining nuclear weapons-related material vulnerabilities.
- Continue to achieve significant progress in delivering desired functionality for business processes as enabled by Enterprise Business System enhancements.
- Institute a "futures group" assessment capability. This group will conduct timely analyses of the expected warfighter readiness and sustainment-related environment and develop potential options to ensure the Agency can provide optimal combat logistics support.
- Identify and program cost-reduction opportunities into the Program Budget Review.
- Use a portfolio of processes and tools to streamline inventories while improving warfighter support in a constrained fiscal environment.
- Pilot additional means to ensure productive benefits from Web 2.0 processes and technology.

WORKFORCE DEVELOPMENT

- Support diversity and its related benefits through collaborative efforts focused on recruitment, development and retention.
- Use our recent culture survey results to prioritize, design and develop ways to enhance DLA's work environment.
- Analyze and provide recommendations on the appropriate DLA forward personnel footprint at CONUS and OCONUS locations.
- Continue progress on the talent management program through emphasis on workforce planning, strategic recruitment and training and further development of subject matter experts.



2010 DIRECTOR'S GUIDANCE



Navy Petty Officer 3rd Class Walter M. Wayman

A Sailor removes a protective rubber gasket used to keep foreign object debris out of a catapult before flight operations begin aboard the aircraft carrier USS John C. Stennis. In his fiscal 2010 Director's Guidance, Defense Logistics Agency Director Navy Vice Adm. Alan Thompson outlines his plan for continuing the Agency's world-class support to America's Sailors, Soldiers, Airmen and Marines.

industrial maintenance processes and systems-acquisition policies are rapidly changing to meet these challenges," Thompson said in the 12-page document being distributed Agencywide.

Numerous efforts are under way across DLA to improve daily business processes but, Thompson said, the initiatives listed in his 2010 guidance top the Agency's priority list.

Warfighter Support Enhancement

Half the fiscal 2010 initiatives involve improvements to how DLA meets warfighters' current logistics needs and plans for future challenges of combatant commands.

"This means logistics support of the readiness and sustainment of America's warfighters themselves and of industrial activities and others whose own efforts are critical to preserving and enhancing our nation's and our allies' defense postures," the director said.

DLA supply centers and support teams have worked since winter 2008 to provide material for new forward operating bases and combat outposts in Afghanistan. As the demand for construction items wanes and deployed forces settle in, DLA will work with U.S. Central Command and U.S. Forces Afghanistan to support sustained operations with repair parts and property disposal.

And as U.S. forces continue drawing down in Iraq, DLA will work with the military services to determine disposal and retrograde requirements and wheth-



processes and policies should change to support a responsible drawdown and reset.

Thompson also said he expects DLA's Defense Energy Support Center to lead the Defense Department toward alternative fuel and renewable energy solutions. The guidance charges DESC with leveraging research and development contracts to ensure the delivery of hydro-treated renewable jet fuels for Air Force and Navy aircraft testing and algae oil-derived fuel for Navy ship engine testing.

As the Agency assumes broader missions mandated by 2005 Base Realignment and Closure legislation, the number of DLA supply storage and distribution sites collocated with military service industrial depot maintenance customers will grow from nine to 11 in fiscal 2010. DLA will also continue assuming ownership of retail inventory from the services at select industrial sites to consolidate inventories and allow for an improved end-to-end process. The number of DLA DLR procurement detachments will grow from seven to eight in fiscal 2010.

"From a DLA perspective, this gives us an expanded forward presence with the ultimate consumers of our products and services — very important for demand planning," Thompson said in the Military Logistics Forum interview. "This increased forward presence, coupled with our information technology capability, is going to dramatically improve our ability to have the right item at the right time at the right

Soldiers from 3rd Battalion, 21st Infantry Regiment, set up an 81mm mortar system during a live-fire demonstration for the Iraqi army at Forward Operating Base Normandy, in Diyala, Iraq. Building on existing Defense Logistics Agency efforts to ensure the Agency supports a responsible drawdown effort and related military service resets for the Iraqi theater is part of Director Navy Vice Adm. Alan Thompson's fiscal 2010 Director's Guidance.

place at the right cost."

The Joint Contingency Acquisition Support Office, which stood up in 2008, is slated to begin full operations in 2010 by providing a program-management approach to contingency acquisition requirements during combat operations, post-conflict periods and other contingency operations.

"We will develop and maintain a trained, technically competent, deployable cadre of acquisition experts who remain operationally focused" and readily available for deployment, Thompson said.

Through expanded partnerships with military customers, the Agency will improve end-to-end supply chain performance by increasing efficiencies in inventory, planning, investment, positioning and delivery. Other partnerships will help the Agency support the services' life-cycle management process for such items as the Mine Resistant Ambush Protected vehicle and other equipment systems.

And as DLA's mission changes to face challenges posed by base realignments, the Agency will analyze current supply-

BUILDING ON SUCCESS

Defense Logistics Agency achievements stemming from initiatives outlined in the 2009 Director's Guidance include:

- Successfully contributed to the sustained readiness of deployed forces.
- The DLA Retrograde Support Team will guide the Defense Department through the drawdown of U.S. forces from Iraq (personnel and equipment) and the reset of those forces for follow-on operations.
- Teamed with U.S. Transportation Command and U.S. Central Command to develop the Northern Distribution Network to supply forces in Afghanistan.
- Initiated potential alternate fuels and renewable energy solutions for the Defense Department and the federal government.
- Further integrated the military services' retail supply capabilities and workforces into DLA's operations at colocated industrial sites as mandated in 2005 Base Realignment and Closure legislation. Also began integrating contracting professionals who procure depot-level reparables.
- Expanded the Fusion Center to improve situational awareness of critical logistics-support information.
- Placed all the Agency's financial operations accounting processes under one supporting information system.
- Further refined capabilities for the Enterprise Business System and Distribution Standard System — information systems that make daily supply-management operations possible.
- Prepared to support humanitarian assistance efforts such as those that may arise from the impact of natural disasters or the H1N1 influenza virus.
- Conducted an extensive survey on DLA's organizational culture. The high volume of responses and related feedback are assisting senior leaders in identifying more ways to help the workforce successfully support the DLA mission.



Van Williams



Navy Petty Officer 2nd Class Gabriel S. Weber

Flatbed trucks arrive at Camp Victory, Iraq, with excess property to be turned in to the Defense Reutilization and Marketing Office there. Expanding Defense Logistics Agency efforts supporting the drawdown effort in Iraq, including demilitarization, reutilization and transfer of excess property as managed by the Defense Reutilization and Marketing Service, is part of Director Navy Vice Adm. Alan Thompson's fiscal 2010 Director's Guidance.

Sailors aboard the amphibious assault ship USS Essex tend fuel lines while conducting a simulated refueling at sea. Helping the Navy test alternative fuels aboard its ships is one of the ways the Defense Logistics Agency is ramping up its support to warfighters.

depot operations to identify improvements for global supply-chain management.

The director also said performance metrics used to measure DLA's success in meeting customers' needs will be revised.

"We are revising DLA's overall performance metrics to better align our metrics and goals with those of our customers," he said. Those metrics will be shared with customers through periodic performance-review sessions to provide a common operating picture of DLA's performance in support of customers and industrial partners.

Stewardship Excellence

As the Agency works to improve warfighter support, it will also improve efficiencies through six initiatives in stewardship excellence, Thompson said. "We will continue to assess current and potential roles and related processes to ensure that we deliver maximum payoff from taxpayer resources while effectively supporting the warfighter."

A "futures group," made of up of analysts from throughout the Agency will assess expected warfighter readiness and sustainment initiatives in order to advise

A worker at one of the Defense Logistics Agency's 25 worldwide distribution centers loads material with a forklift. Designing future Defense Distribution Center distribution capabilities is part of DLA Director Navy Vice Adm. Alan Thompson's fiscal 2010 Director's Guidance.

senior leaders on potential actions that will help DLA be as responsive as possible to warfighters' emerging needs.

Planned enhancements to the Enterprise Business System, DLA's information technology backbone, are slated to continue with the creation of EProcurement, which will help DLA assume responsibility from the military services for buying such depot-level reparables as transmissions, engines and wheels. EBS is also targeted for expansion to modernize processes in energy management and the reutilization, transfer and disposal of property.

Improvements made this year to DLA's internal and external Web sites will be followed in fiscal 2010 by the redesign of DLA's eWorkplace, the Agency's online knowledge-management portal where employees can do such things as store and share documents, view their official personnel files and take mandatory training. Changes will enable employees to take advantage of new business collaboration and social networking tools.

And as he expects Defense Department resources to become increasingly constrained in upcoming years, Thompson is asking employees to evaluate Agency initiatives and associated resources.

"We need to identify and execute opportunities to reduce our core costs and the related financial impact on our customers," the director said, pointing to information technology support and material costs as candidates for possible cost reductions.

Collaboration with suppliers and customers on demand and supply planning will also help ensure the Agency is protecting taxpayer dollars. "The biggest

Courtesy Photo



single opportunity for improvement revolves around demand planning with our customers – getting a better fix on what is needed, when and in what quantities," he said.

Workforce Development

Because the Agency's ability to succeed in supporting warfighters at the best cost depends on its employees, Thompson also included four initiatives under Workforce Development.

"We must enable our workforce to capitalize on their skills, experience and potential, and prepare to manage the transition as retirements increase in the years ahead," he said.

Initiatives include improving recruiting efforts and advancement opportunities for employees in four demographical areas: Hispanics, white women at executive levels, blacks at executive levels and people with certain disabilities.

"Promoting a workplace that embraces equal employment opportunity is one of our strategies to leverage America's rich diversity. As DLA replenishes its workforce in the future, EEO will play a key role in our success," Thompson said in a policy statement to DLA employees

early this year.

With more DLA personnel than ever deployed alongside warfighters, the Logistics Operations and Readiness Directorate will work with primary-level field activities to identify positions and skills needed at remote locations so a bigger pool of potential deployers can be established. And a new Talent Management Program run by human resources will be used to ensure employees have the right skills to meet current and future mission requirements through training that addresses existing skill gaps and expands opportunities for future growth.

Regardless of which focus area his 20 initiatives fall under, Thompson said, they are all based on one premise: doing what is right for the armed forces and the Defense Department.

"Fiscal 2010 will be another demanding year for DLA and all we serve," he said in the guidance. "It is vital we ensure a sustained focus on these 20 initiatives to help meet desired outcomes in our three strategic focus areas."

The DLA Executive Board will monitor the status of each initiative, and developments will be reported on DLA's public Web site at www.dla.mil.

2010 DIRECTOR'S GUIDANCE

DRAWING D



Army Spc. David M. Sharp

Soldiers from 1404th Transportation Company, 180th Transportation Battalion, 52nd Sustainment Brigade, lead a convoy towing 23 Stryker vehicles south from Camp Taji, in central Iraq, to the Kuwait Naval Base as part of the military's drawdown of forces in Iraq.

(Right) An aerial shot of part of the Marine Corps Logistics Command (Forward) Retrograde Lot at Camp Al Taqaddum, Iraq, demonstrates the orderly processing of gear that has been turned in by Marine units from all over Iraq. Many vehicles will be received by Defense Logistics Agency depots and stored until the services are ready to put them on the maintenance line and begin rebuilding.

Army Col. Mike Bird is about to move a mountain. And he won't be doing it alone. Bird, the commander of Defense Logistics Agency — Central Command will have help from members of his own team, a DLA support team and participants from several Agency primary-level field activities. But that doesn't make the task of helping the military services draw down a mountain of equipment and supplies accumulated during six years of operations in Iraq any less daunting.

As the regional command responsible for Agency activities in the U.S. Central Command area of responsibility, DLA-Central is also DLA's face to the combatant commander and his staff and participates in strategic-level planning for the operations in the region. Bird has made planning for the drawdown a priority since he assumed command this summer.



OWN

Story by Jonathan Stack

"This is much more than moving a mountain. It surpasses any logistical challenge we have undertaken to date, all while we are still fighting two wars. It is critical that we ensure the warfighter is being sustained while we retrograde, refit and redistribute to the war effort," Bird said.

"The drawdown is, in essence, the return of all U.S. forces back to their home stations and closing out the military presence that is within the country of Iraq," said Donald Bruce, DLA's Joint Logistics Operations Center lead planner for drawdown, retrograde and reset. "Bringing back troops means bringing back all supplies."

Bruce said he believes the greatest

challenge will be maintaining the Agency's flexibility in an environment where there's still much uncertainty.

"If we know the exact requirements it's much easier to anticipate and get what's needed in advance and make sure it's in the right place at the right time," he said. "But with the drawdown in Iraq, ... a lot of the specific requirements are not going to be discovered until we're well into the execution [phase]."

Since exact requirements are unknown, Bruce said, the Agency needs to focus on how to get the information from the military services and how DLA's processes are set up to be flexible and respond to demands as they are generated.

A Team Effort

"DLA-Central has a support team on the ground in Iraq to work closely with forward-deployed warfighters on the day-to-day execution of that planning," said Eric Gardner, DLA-Central chief of plans, exercises and organizational support. "By working closely with the various Agency and military elements, DLA-Central ensures efforts are synchronized to meet warfighter needs."

Gardner said a great deal of teamwork and collaboration goes into planning a complex operation like the Iraq drawdown.

"By leveraging the abilities of subject matter experts from the various DLA organizations, DLA-Central helps to ensure that the warfighter has all the necessary information to make timely decisions on how to best proceed," he added.

Excessive Excess

Bruce said the drawdown will impact all DLA's primary-level field activities to some extent, with the Defense Reutilization and Marketing Service shouldering the brunt of the workload.

"Coordination and flexibility are keys in any complex operation," said Twila Gonzales, DRMS director. "An inflexible plan will snap under pressure, and an uncoordinated plan will fail."

The bulk of DRMS' mission is providing best-value services and delivering great performance to Defense Department customers while processing excess material for reuse, transfer or disposal, Gonzales said.



Marine Cpl. M. M. Bravo

DOING WHAT IS RIGHT FOR THE ARMED FORCES AND DEPARTMENT OF DEFENSE



2010 DIRECTOR'S GUIDANCE

"We will do what we already do, but with surges of higher volume anticipated," Gonzales said.

The reutilization service already handles the military services' excess property in Iraq, including disposal of battle-damaged equipment and demilitarization of applicable surplus items. DRMS also has an extensive program in place to remove scrap from both the small forward-operating bases and the larger more established bases. Gonzales said her team is also handling a portion of hazardous waste and materials disposal.

"We've been preparing for this for some time," she said. "We now have a contractor handling many aspects of the day-to-day operations at our Iraq, Kuwait and Afghanistan DRMOs because we wanted to have more flexibility to reposi-

tion our DLA civilians and reservists."

In addition to the disposal contract, DRMS has employees working all across Iraq, not just at its four fixed Defense Reutilization and Marketing Offices. Small teams are stationed at forward locations working with combat units and garrison leaders to prepare for unit movements and potential closures or handovers of facilities.

"We're not just working with or for the military units in Iraq, we are working right alongside them," she said. "Our mobilized reservists ... are doing great work on those teams."

Earlier this year, members of a DRMS disposal remediation team working at a large forward-operating base in Iraq managed removal of more than 3 million pounds of scrap from the base in just 30 days.

Gonzales said everything DRMS is

doing to aid the responsible drawdown is focused on benefiting warfighters and preserving American national-security interests.

"Good management of excess equipment in this case helps protect our fighting forces from the danger that an adversary will be able to use some of our own equipment against us," Gonzales said. "Good stewardship over excess property serves both the warfighter and taxpayers."

Bruce said the DLA teams are conducting operations in a manner that achieves mission success while best preserving the military forces' fighting abilities.

A Soldier repacks a container of equipment after it has been through its required customs inspection. A big piece of the Defense Logistics Agency's mission involves the drawdown in Iraq and the reset of forces and supplies in Afghanistan.



Army Pfc. Ali Hargis

Changing Posture

"The warfighter is dependent on our support in [Operation Iraqi Freedom] to provide essential functions — disposal and reutilization, sustainment support, distribution support. And as the nature of the operation changes as the forces draw down, we want to make sure that we don't add to the burden by continuing to send forward supplies that are no longer needed," he said.

Bruce said DLA wants to make sure it's adjusting to the changing nature of OIF so it can anticipate future sustainment requirements.

"We are helping in bringing material out and getting it stored in the right location for future uses," he added. "A big piece is the drawdown is closely associated with the reset and the fight in Afghanistan."

Re-store And Reset

DLA's distribution depot in Kuwait — Defense Distribution Depot Kuwait, Southwest Asia — and its other depots in the continental United States are expected to play a "reverse logistics" role in the drawdown in Iraq and the buildup in Afghanistan.

As service components in Iraq start leaving the country, Bruce said, the military services will look at their supplies and equipment and decide whether to take items with them or leave them behind.

"In some cases, the services might decide they don't need those consumable materials in Iraq because they're drawing down the force. [But due to the buildup, the materials might] be needed in Afghanistan," Bruce said. "Rather than transporting material all the way back to the continental U.S., they may choose to store that material at DDKS and save transportation cost."

Bruce said much usable material will

Air Force Senior Airman Tony R. Ritter



Air Force members of 407th Expeditionary Civil Engineer Squadron take down a tent structure. The squadron has been downsizing, which calls for consolidating material and equipment to send to U.S. warfighters in Afghanistan. A big piece of the Defense Logistics Agency's mission involves the drawdown in Iraq and the reset of forces and supplies in Afghanistan.

be shipped from Iraq to DDKS, while some of it will come back to DLA's depots near military units' home stations.

These depots, mainly colocated with the military services' repair depots, act as receiving and temporary storage locations.

If a Humvee comes back to an Army repair depot, it will be received by the DLA depot and stored until the Army is ready to put it on the maintenance line and begin the rebuild, Bruce said.

"There's a big impact there for DLA because there's a lot of equipment that has to come back and be repaired before it can be provided to units to prepare for the next fight," he said.

Inventory Impact

In addition, Bruce said, there will be an impact on the amount of repair parts DLA is currently supplying to support rebuilding the equipment coming back and going into the depot system.

"The fact that this equipment has been used in the desert for so long [means the military services] might have to replace a lot of parts that they normally wouldn't have to replace [on a weapon system with the same usage hours]," Bruce said. "We have to work closely with

the services to make sure we're on top of that and we know what those demands are so we're prepared to support them."

DLA's supply centers and Defense Energy Support Center are expected to see a surge in business as the military services' requirements evolve.

"We were sustaining the force in Iraq, and those demands are going to decrease over time and demands in Afghanistan are going to increase," he said.

Bruce said, for example, DESC has to monitor and draw down the bulk fuel it has been providing in Iraq and Kuwait to ensure that supply levels match demand and the Agency doesn't build up excess supply when demand is increasing in Afghanistan.

Reconciling what's supplied with warfighter demand is part of what DLA Director Navy Vice Adm. Alan Thompson described as efficiencies aimed at improving the Agency's stewardship of resources in a June interview with Military Logistics Forum magazine.

"Ultimately, we exist to support the warfighter, but Congress and the American public expect us to be good stewards. The American taxpayer shouldn't have to spend a penny more on logistics support than is needed," he said. ☈



2010 DIRECTOR'S GUIDANCE

UP AND RUNNING

Story by Jonathan Stack

The Defense Logistics Agency is about to acquire a new area of expertise within its organization.

The Joint Contingency Acquisition Support Office is getting closer to being fully manned and beginning operations.

"We'll declare full operational capability when we have one fully staffed JCASO forward expeditionary team in place," said Tim Freihofer, the office's executive director. "We are projecting that the JCASO will have full operational capability by the end of 2010, as mandated by Congress."

The office currently has six employees; once fully staffed, it is slated to have about 44. Having just received approval and resources for the organization to begin the hiring process, Freihofer said he expects to have his first four Defense Department-civilian positions filled by the first quarter of 2010. He said he expects the rest of the civilian and military staff members to come onboard throughout 2010 and have the roster complete by early 2011.

When JCASO first stood up in 2008, it was as a DOD-level entity housed at the Defense Logistics Agency's Fort Belvoir, Va., headquarters. Now a part of the Agency, aligned under the Acquisition

Management Directorate, the organization is charged with providing acquisition support for joint operations involving DOD and other government agencies. The office also oversees expeditionary contracting conducted during combat operations, the post-conflict period and contingency operations.

According to planners, JCASO will deploy as a joint-staff organization to augment a combatant commander's staff. When the office is called forward in a contingency, it will help the joint-force commander provide oversight and program management at the operational level over the array of contracts and contractors throughout the combatant commander's area of operations.

If a joint task force has been established to help facilitate mission success, JCASO typically will have a liaison present at that level and location to assist in overseeing contracted efforts for the particular joint operating area, Freihofer said.

"The team itself will be multifunctional and will have expertise in a number of capabilities, including engineering, logistics planning, contracting and acquisition," he explained. "Additionally, we'll have 'reach-back' to other JCASO team members at Fort Belvoir for legal,



financial and other support capabilities, including a liaison to our interagency partners to assist with the whole-of-government approach to shaping and managing a contingency scenario."

JCASO employees also have been involved in policy and doctrine development.

"[JCASO] has augmented the U.S. Joint Forces Command to help build joint training packages for non-acquisition personnel and participated in several [joint military exercises]," Freihofer said.

Full operational capability for JCASO is in line with DLA Director Navy Vice Adm. Alan Thompson's warfighter support enhancement initiatives as outlined in his 2010 Director's Guidance.

The team got a chance to prove their value in this arena earlier this year when it participated in two joint military exercises: Austere Challenge 2009 in Germany and Terminal Fury 2009 in Hawaii. Eight people deployed to each theater, six personnel to perform contracting duties and two to observe and write after-action reviews.

"We actually [acted and deployed] the way JCASO will in the future to provide the combatant commander acquisition and program-management support for contracting capabilities he will deploy during actual combat operations," Freihofer said.

In a memorandum written after the exercise, U.S. European Command Deputy Commander Navy Vice Adm. Richard Gallagher said the JCASO team learned valuable lessons that would enhance their construct by partnering with the command.

Freihofer said his team benefitted because the exercises provided a rich environment in which to demonstrate the effectiveness of JCASO processes and how well-received the team is at the military component level.

Through this participation, JCASO garnered attention as a strong and developing organization within the operational

contract support community, he said.

"We've worked shoulder to shoulder with the assigned joint operational contract support planners at the combatant command staffs to help define and shape their roles in working the operations and contingency plans to ensure contractor needs are accounted for and built into the scenarios from the ground floor up," Freihofer said.

Gallagher wrote that once JCASO reaches full operational capability in 2010, he expects the organization will become an invaluable enabler to joint operations.

"Operational contract support is and will continue to be a matter of national

interest both because of the mission it supports and the significant dollars that are leveraged in support of the U.S. forces," he said.

Freihofer said his office has already provided a proof of concept for managing contractors accompanying the force through engaging in USEUCOM and U.S. Pacific Command exercises.

"Once [JCASO] is fully staffed, DLA will be at the forefront in helping provide [operational contract support] solutions when an immediate response is required during humanitarian-assistance or disaster-relief situations or during contingencies," he added. ☀

JCASO ORGANIZATION



Chart reflects organizational construct once fully staffed.

ADDING ON

Story by Dianne Ryder

With additional new missions and responsibilities resulting from Base Realignment and Closure 2005 legislation, the Defense Logistics Agency is moving beyond the traditional wholesaler role toward being a full-scale logistics provider.

"The BRAC supply and storage changes are about realignment and consolidation, not about closures, which is

Additional reporting by Amy Clement, Defense Supply Center Richmond Public Affairs Office

what people traditionally think when they hear 'BRAC,'" said Louise Terrell, acting executive director of DLA's Strategic Programs Directorate.

"BRAC supply and storage benefits the Department of Defense as a whole by reducing redundancies, streamlining operations, and improving warfighter support," she said. "Through these BRAC changes, the military services and DLA are integrating similar activities across the defense logistics supply chain and closing logistics seams."

One of the three BRAC supply and storage recommendations addresses supply, storage and distribution, or SS&D, and represents a shift in DLA's current responsibility. By consolidating SS&D functions, inventory and personnel from the military services to DLA at various depot-maintenance sites, DLA can manage a single national inventory while improving speed, accuracy and reliability for its customers — ultimately improving



warfighter readiness.

As part of this change, DLA's point of handoff to customers has shifted, as well. Where supply shops industrial sites were once DLA customers, they are now part of DLA, and DLA provides needed repair parts directly to maintenance production lines.

"BRAC supply and storage is a key driver for broadening DLA's responsibilities and capabilities and has extended the Agency increasingly forward with warfighters and maintainers," Terrell said.

Another BRAC recommendation involves a "new mission for the Agency, managing procurement of depot-level reparables.

This mission was once performed by the military services, but now DLA is responsible for procuring parts that can be repaired at or below the depot-maintenance level. These parts include transmissions, engines and starters. The BRAC DLR procurement recommendation also includes consumable item transfer. Consumable items are those that are used and not repaired, like nuts, bolts, wash-



Air Force Senior Airman Jonathan Steffen

Two Airmen replace a seal on a vehicle transmission at Kunsan Air Base, Republic of Korea. The Defense Logistics Agency has assumed responsibility for procuring transmissions and other depot-level repairable spare parts from the military services under the 2005 Base Realignment and Closure decisions.

ers and gaskets. Although DLA already managed these items, additional consumable items are being transferred from the services to DLA, so this represents an expansion of this mission.

Amy Sajda, supervisory procurement analyst in DLA's Acquisition Management Office and the individual responsible for implementing the BRAC decisions regarding depot-level reparables and privatization, explained the Agency's part of the DLR mission.

"It's pretty much the same as you'd do at the house when your lawnmower breaks down, you take it to a repair shop where they may replace the engine, transmission or starter with new parts. Well, now we're purchasing the new repair parts for the services. And the services are retaining item management, financial management and engineering," she said.

Commodity management privatization, or simply, privatization, is the third recommendation and involves creating vendor contracts to do the supply, storage and distribution for major commodity lines, specifically tires, compressed gases and packaged petroleum, oils and lubricants. As of August 2008, all DLA privatization contracts for these commodities in the continental United States have been fully implemented.

"The law required us to privatize certain commodities and those commodities were actually specified in the BRAC language," Sajda said.

She explained that creating the privatization contracts for tires was simpler than for the other commodities because procurement of any gases must include their containers or cylinders, and packaged petroleum, oils and lubricants included other chemicals, as well.

Navy Seaman Eboni C. Cameron



A Sailor recharges oxygen bottles for a self-contained firefighting breathing apparatus aboard the aircraft carrier USS John C. Stennis. Under the 2005 Base Realignment and Closure legislation, the Defense Logistics Agency has privatized management of several major commodity lines, including gases and cylinders.

"So we expanded the BRAC directive a little bit. Now we have a contract for gases and cylinders and a contract for chemicals and [packaged petroleum, oils and lubricants]."

"Day One, or the initial transfer of

functions from the military services to DLA, has been a relatively smooth transition," said Fran Walinsky, acting deputy executive director of DLA's Strategic Programs Directorate and the individual responsible for implementing the BRAC



2010 DIRECTOR'S GUIDANCE

decisions regarding supply, storage and distribution.

"DLA is moving beyond BRAC; we're now in a new business. We're bringing things together under one roof for procurement of DLRs. We're in the consumer-level, or retail, supply, storage and distribution support business, and timeliness of response to the customer is of even greater importance now," Walinsky said.

By avoiding redundant processes and layers, DLA can better meet production schedules by delivering materials directly to the customer in hours and minutes rather than days and weeks.

An example of this improved efficiency and transferring in place is apparent at Robins Air Force Base, Ga. This is where the C-5 Galaxy cargo plane material inventory control shop in the Aircraft Product Support Division

ensures parts needed to maintain the largest transport aircraft in the military fleet are readily available when needed. Parts come to the C-5 MIC shop from DLA's Defense Distribution Depot Warner Robins, which is colocated with the shop and DLA's Warner Robins detachment.

"We make sure the parts for the C-5 come in on time and get to the Air Force mechanics as quickly as possible," said Mike Williams, C-5 material, storage and distribution chief at DLA Warner Robins.

Chris Jones, a supply technician in the C-5 MIC shop, has an essential part in the repair cycle of the weapon system. He makes sure the depot-level repairable items that have been removed from the aircraft during programmed depot maintenance are returned to supply in a timely fashion.

"The clock is running to get the repairable parts back into supply and into repair to support the warfighter," Jones said. "From the time the new or serviceable part is issued to the mechanic, the unserviceable item should be received back from maintenance within 60 days."

If the part is not received in a timely fashion, Jones follows up with Air Force maintenance personnel to ensure the turn-in is completed.

Williams, who transferred in place from the Air Force to DLA along with his crew of seven, said he is pleased with the transition.

"It helps the Air Force because their supply is shrinking. With DLA coming on board, it relieves Air Force assets as far as money and personnel. DLA is taking

An Airman repairs a C-5 Galaxy aircraft engine at Ramstein Air Base, Germany. The Defense Logistics Agency is improving support in the C-5 cargo plane material inventory control shop at Robins Air Force Base, Ga., by removing redundant processes and layers to get materials directly to customers faster.

The below sites have already joined the Defense Logistics Agency under Base Realignment and Closure 2005 decisions or are slated to in coming years.

* Anticipated activation date as of September

Depot-Level Reparable Procurement Operation

responsibility for managing moving, storing and shipping the materials," Williams said.

To date, more than 1,950 positions have transferred in place from the military services to DLA at nine DLA SS&D sites supporting customers at Air Force air logistics centers, Navy fleet readiness centers, naval shipyards, and a Marine Corps maintenance center. The four remaining DLA SS&D sites will activate by September 2011.

Seven DLR procurement management detachments, with a total workforce of more than 320, have made the transition, and two more are expected to follow by September 2011. Officials said more than 2,270 total personnel at SS&D sites and DLR detachments, including contractors, have been bringing their expertise to bear helping DLA improve business practices and support to warfighters.

In an interview with Military Logistics Forum earlier this year, DLA Director Navy Vice Adm. Alan Thompson said, "From a DLA perspective, [the BRAC recommendations] give us an expanded forward presence with the ultimate consumers of our products and services — very important for demand planning. This increased forward presence, coupled with our IT capability, is going to dramatically improve our ability to have the right item at the right time at the right place at the right cost."

Integration of business processes is also necessary for BRAC implementation because each service has its own business processes for SS&D and DLR procurement. For the functions that transfer from the services to DLA, service processes will ultimately be merged with DLA processes, blending best practices across DOD.

Supply, Storage and Distribution Sites

6/2008 DLA Oklahoma City
(supporting Oklahoma City Air Logistics Center, Tinker Air Force Base, Okla.)

6/2008 DLA Ogden
(supporting Ogden Air Logistics Center, Hill Air Force Base, Utah)

11/2008 DLA Warner Robins
(supporting Warner Robins Air Logistics Center, Robins Air Force Base, Ga.)

11/2008 DLA Philadelphia
(supporting Naval Inventory Control Point, Philadelphia)

11/2008 DLA Mechanicsburg
(supporting NAVICP Mechanicsburg, Pa.)

2/2009 DLA Huntsville
(supporting Army Aviation and Missile Command, Redstone Arsenal, Ala.)

2/2009 DLA Warren
(supporting Army Tank-automotive and Armaments Command, Warren, Mich.)

6/2010* DLA Albany
(supporting Marine Corps Logistics Command, Albany, Ga.)

10/2010* DLA Aberdeen
(supporting Army Communications-Electronics Command, Fort Monmouth, N.J.)

2nd Quarter of Fiscal 2011*
DLA Corpus Christi (at Corpus Christi Army Depot, Texas)

3rd Quarter of Fiscal 2011*
DLA Anniston
(at Anniston Army Depot, Ala.)

10/2007 DLA Warner Robins
(supporting Warner Robins Air Logistics Center)

2/2008 DLA Oklahoma City
(supporting Oklahoma City Air Logistics Center)

7/2008 DLA Ogden
(supporting Ogden Air Logistics Center)

8/2008 DLA Cherry Point
(supporting Navy Fleet Readiness Center East, Marine Corps Air Station Cherry Point, N.C.)

10/2008 DLA Jacksonville
(supporting Navy Fleet Readiness Center Southeast, Naval Air Station Jacksonville, Fla.)

2/2009 DLA North Island
(supporting Navy Fleet Readiness Center Southwest, Naval Air Station North Island, Calif.)

5/2009 DLA Norfolk, Naval Station Norfolk, Va.

7/2009 DLA Puget Sound, Naval Shipyard and Intermediate Maintenance Facility, Naval Base Kitsap, Wash.

9/2009 DLA Albany (Material Control Center)
(supporting Marine Corps Maintenance Center Albany, Ga.)

2/2010* DLA Tobyhanna
(supporting Tobyhanna Army Depot, Pa.)

9/2010* DLA Barstow
(supporting Marine Corps Maintenance Center Barstow, Calif.)

2nd quarter of fiscal 2011*
DLA Corpus Christi
(supporting Corpus Christi Army Depot)

3rd quarter of fiscal 2011*
DLA Anniston
(supporting Anniston Army Depot)



Officials said the Agency will continue to work through the BRAC recommendations and implement process, policy and systems changes aimed at delivering optimized support to customers in mission areas realigned to DLA. They also reiterated that the Agency's core value of warfighter

support is at the heart of each action.

"As DLA and the services continue to work together on BRAC implementation and related savings, the focus will remain the same: providing logistics excellence while maximizing warfighting capability and efficiency," Terrell said. ☀

2010 DIRECTOR'S GUIDANCE



MY DOCUMENTS



MY COMPUTER



RECYCLE BIN

COMING SOON

An Improved eWORKPLACE



eWORKPLACE

Story by Beth Reece

An icon located on the computer desktop of every Defense Logistics Agency employee will soon link users to one Web site that provides every job-related resource they should need.

Since its debut in 2003, eWorkplace has been an online knowledge-management portal where employees could do such things as store and share documents, take mandatory training on topics like antiterrorism, read DLA policy statements, and view their Electronic Official Personnel File.

A new, more user-friendly version is scheduled to launch in November.

"The current eWorkplace has become outdated, so we're taking our original eWorkplace concepts and re-architecting them to take advantage of things like business collaboration and social networking," said David Falvey, DLA's executive director for enterprise solutions.

The redesigned eWorkplace will make it possible to later introduce



DLA Today

Web 2.0 concepts, which refer to a broad range of tools and applications that facilitate interactive information sharing, interoperability, user-centered design and collaboration on the Internet. Examples include Web-based communities and social-networking sites similar to the popular commercial sites Facebook and Twitter.

The re-design of eWorkplace is among the 20 initiatives set forth by DLA Director Navy Vice Adm. Alan Thompson in his fiscal 2010 Director's Guidance.

The initial launch will include the same functionality eWorkplace currently offers, but in a more familiar, Microsoft-based environment.

"The real estate of the page, or how it looks, will be more consistent with what people are seeing when they go onto the Web at home," Falvey said. "I think the biggest thing users will find different is that when a document or file is uploaded into the system, it'll be searchable, whereas when you load a file into the existing eWorkplace, users tend to have

difficulties finding it again."

The current eWorkplace does include links to helpful sources like the Defense Finance and Accounting Service's myPay system and internal Agency job listings, but the new version will offer a broader range of resources, said Julia Karns, eWorkplace program manager for the Defense Logistics Information Service, in Battle Creek, Mich.

"The new portal will make it easier for employees to get to all of the applications they need on a daily basis to perform their jobs instead of having to pile their browser with [bookmarked Web sites] and having to remember where all those links take them," she said.

Users will have time to become comfortable with the new version before more comprehensive changes and additions are added in the 12 to 18 months following the launch, added Kenneth Surprenant, chief of the DLIS' Data Visibility Division.

"Our immediate focus will be on converting eWorkplace's existing

capabilities and ensuring employees are comfortable with the product," he said.

Among future additions is a "Facebook-like" capability that would help match employee skills with Agency needs.

"Let's say we had a requirement to put together a special skilled team to be part of our hurricane support," Falvey said. "A new capability in eWorkplace could help us find the people who have the right skills and who also have the ability to be part of an emergency response team."

eWorkplace could also be used for collaboration, such as when teams create briefing charts or other documents together.

"You would have the ability to see all the folks you're collaborating with right on your computer screen, along with a copy of the product you're working on. You'd also be able to pass control [of the document] to others as you work together to tweak and edit the final version online," Falvey said. "Then you could tag the file in a way that it could be found by everyone with privileges to access it." ☐

BUSINESS COLLABORATION

SOCIAL NETWORKING

INTERACTIVE INFORMATION SHARING

WEB 2.0 CONCEPTS

WEB-BASED COMMUNITIES



DOING WHAT IS RIGHT FOR THE ARMED FORCES AND DEPARTMENT OF DEFENSE

2010 DIRECTOR'S GUIDANCE

THINK DIVERSITY

Story by Heather Athey

Question:

How do you eat an elephant?

Answer:

One bite at a time.

The old joke isn't trite for members of the Equal Employment Opportunity Office at the Defense Logistics Agency, it's a strategy for tackling the considerable challenge of getting the Agency's workforce to resemble America's diverse social fabric.

"DLA's workforce needs to look like it resembles America," said Suellen Bunting, EEO director of policy and compliance. "We are working to increase diversity at every level and ensure participation by everyone. But to do that, we are focusing on manageable bites."

In March of this year, the EEO team got to demonstrate just how much success their efforts are having when they submitted their annual report outlining DLA's accomplishments to the federal Equal Employment Opportunity Commission. Bunting said the report shows the Agency's progress in relation

to the EEOC's essential elements of a model EEO program and how well DLA is recruiting and retaining members of specific minority groups and people with disabilities.

"We were excited to submit this year's report because the director [Navy Vice Adm. Alan Thompson] has made diversity a part of the DLA Strategic Plan and his fiscal 2010 Director's Guidance," Bunting said. "It's helping us to get the word out to managers on the hiring flexibilities available and to the workforce on tools out there to help them progress on their career paths."

In the guidance, Thompson highlighted why he believes diversity is essential to the Agency's continued support to warfighters.

"DLA must take advantage of the richness of perspective that a diverse workforce brings to the development, execution and sustainment of logistics excellence. We will increase the participation rates of [specific] groups in general, and in top positions in particular, through enterprise-wide collaborative efforts focused on recruitment, development and retention," Thompson wrote.

By law, it is illegal to set specific goals for minority participation, so Bunting's

team looks for overall trends. However, it is legal to set a goal for the participation rate of people with disabilities because it's an acknowledgement of how underutilized the group is in the workforce, she said.

The Defense Department goal for participation by people with disabilities is 2 percent of the workforce. DLA's goal is set at 3 percent, which reflects the interest in including Operation Iraqi Freedom and Operation Enduring Freedom veterans into the Agency's ranks, Bunting explained.

As part of the action plan developed to implement Thompson's directives, employees from across the Agency were designated to form the Workforce Equity Working Group, intended to set goals and milestones to pave the way for increased participation.

"It's important to have buy-in from the entire workforce and educate managers on hiring flexibilities available — such as appointing authorities for persons with specific disabilities and certain veterans — to attract and retain qualified candidates," said Cynthia Sexton, senior EEO specialist with the EEO Policy and Compliance Division and DLA's Hispanic Employment Program manager. "We



"We want to ensure we are an employer of choice and have the credibility to attract high-quality candidates in the future."

— Suellen Bunting

have to think diversity and incorporate it into our corporate culture so it stays even when leadership changes."

Bunting said managers can look at diversity as a sound business practice. While the economy is tight, job seekers outnumber available positions, but the tide will turn again, putting candidates in the driver's seat when it comes to selecting an employer.

"Workplace diversity is going to be something people look for when they apply for jobs," she said. "The federal government lags behind private industry when it comes to representing persons with disabilities, men, women, and the cultural and ethnic groups in America. We want to ensure we are an employer of choice and have the credibility to attract high-quality candidates in the future."

At present, DLA's efforts to reach its goals are widespread. Staffers actively participate in conferences, conventions and career fairs sponsored by leading professional and affinity organizations, which target specific groups of people.

Sponsoring and being present at these events provides DLA with the opportunity to reach thousands of qualified prospective employees from diverse educational and cultural backgrounds, said Maurice Sanabria, a business process analyst and labor relations monitor in the Business Process Support Directorate at Defense Supply Center Richmond, Va.

Sanabria, also DSCR's Hispanic Employment Program Committee chair, said DLA partners with, sponsors and/or attends events hosted by organizations

such as the Hispanic Engineer National Achievement Awards Corporation, the League of United Latin American Citizens, the Society of American Indian Government Employees, the National Association for the Advancement of Colored People, and Federally Employed Women.

The Agency's own Corporate Intern Program and its involvement in the Student Career Experience Program and Workforce Recruitment Program for College Students with Disabilities have also contributed to a diverse student and workforce population, he said.

"[Partnerships like these] and those with the Hispanic Association of Colleges and Universities have yielded excellent results. Many career and temporary interns have been able to transition to the DLA workforce as permanent employees thanks to these efforts," Sanabria added.

Many of these efforts are collaborations between EEO and the Human Resources Directorate, including the corporate recruitment cadre, in which the two work closely prior to conducting scouting trips to colleges and universities in the United States and Puerto Rico.

"There is simply no way to change the shape of diversity in the workforce without working hand-in-hand with human resources," Bunting said.

In his 2010 guidance, Thompson stressed the importance of expanding and retaining diversity across the enterprise as key to DLA's ability to sustain warfighters in the face of an expected wave of retirements in coming years.

"DLA's workforce remains vital to our current and long-term success in effectively supporting warfighters at optimal cost," Thompson wrote. "We must enable our workforce to capitalize on their skills, experience and potential and prepare to manage the transition as retirements increase in the years ahead. We must leverage the diverse backgrounds and abilities of our people — both civilians and the active-duty and reserve military."

Sanabria said the commitment by Thompson and other DLA senior leaders is having an impact.

"Managers have noticed the benefits of having a workforce that is representative of the American social demographic. Employees are enriched by engaging in mentoring and collaborative relationships with their fellow workers," he said.

That wide range of experiences and educational and cultural backgrounds provides DLA with an almost limitless toolbox with which to achieve its organizational goals, he explained.

Still, despite the success so far, Bunting said, DLA's diversity efforts are still in their infancy.

"We have goals and we have dates, but we're really focused on identifying the barriers to full participation right now," she said. "We have to keep pursuing what works for DLA to get our equal employment programs right in order to attract and retain skilled, productive employees who are committed to the Agency because they see the Agency is committed to equal employment opportunities." ☈

2010 DIRECTOR'S GUIDANCE

HEAD HUNTER

Story by Dianne Ryder

In private industry, savvy human resource specialists find the right person to fill open jobs at large corporations. In the military, recruiters meet with potential candidates to see if they have the right stuff to be Soldiers, Sailors, Airmen or Marines.

At the Defense Logistics Agency, a select group of employees now has the opportunity to help shape the Agency's future recruitment efforts.

Twenty-four individuals from DLA's various organizations and primary-level field activities have been assembled as a corporate recruitment cadre under the Talent Management Initiative, part of Agency Director Navy Vice Adm. Alan Thompson's 2010 Director's Guidance.

As part of his Workforce Development focus area, the Talent Management program supports an enterprise-wide strategy for ensuring the workforce has the right skills to meet current and future mission requirements, Thompson wrote.

The cadre is part of the program's emphasis on strategic recruitment through implementation of innovative recruiting tools, and officials said the group will be the face of DLA to potential employees.

The concept was to gather volunteers who are knowledgeable about their individual organizations and the Agency as a whole to contribute ideas on how to reach potential employees, said Elizabeth Vigil, a human resources specialist in DLA's Human Capital Program.

Development Office.

"We wanted to ensure there was a good mix of people representing the Agency at recruitment events," Vigil said.

She added that while many of the cadre members have been recruiting for a number of years, others are new to it.

"It's a good way to pool ideas and talent together; it's a mutually beneficial arrangement where we're all learning from each other," she said.

As many of DLA's senior employees look to retire during the next 10 years, Vigil said, it was important that the cadre also include the perspective of the Agency's interns.

"We need to have a youthful perspective when we're recruiting at colleges and universities. It's easier for interns to relate to the college students than a GS-15 equivalent," she said.

Another group Vigil wanted representation from is the Agency's Equal Employment Opportunity Office, since EEO is involved in a number of specific recruitment areas as well.

"In addition to general recruiting that we're doing, we also ... need to increase our Hispanic representation, representation of employees with targeted disabilities, white women throughout the Agency, and African Americans in top positions," she said.

The Agency is also developing a corporate recruitment plan, which Vigil said was approved at the end of September.

"One of the big problems is DLA has not really done a lot of recruiting from a corporate perspective," Vigil said.

She noted that there had been some organizational recruiting in subordinate commands, such as the Defense Distribution Center, in New Cumberland, Pa., and Defense Supply Center Columbus, Ohio.

To date, the cadre has held initial meetings and plans to convene monthly. Members will be trained via the Recruitment Assistance Division of the Defense Department's Civilian Personnel Management Service and could potentially receive contractor-sponsored recruiter training as needed.

Though cadre membership is a collateral duty for DLA employees, Vigil said she estimates a commitment of only about 10 hours a month for each member. Future recruitment events may involve more time, especially if a career fair is outside of the cadre member's working area.

"The Office of Personnel Management sponsors nationwide recruiting events, and DOD sponsors nationwide recruiting events. We will be participating in those, so there will be a [temporary duty] requirement," Vigil said.

Though Vigil said she hasn't "pointed fingers at anyone," she expects cadre members to field questions and volunteer for speaking engagements at career fairs. Since members are representatives for

RS



their specific organizations, she will look to match employees to events that fit in with their organization's mission.

"A brochure only says so much. It's really important for people to have more than just a brochure handed to them; they need to be aware of what DLA does," Vigil said.

Vigil also said she hopes to increase "virtual recruiting" opportunities in the future so the Agency can target people in different geographic locations.

She said Agency managers are equally supportive of the cadre's goal to increase the pool of qualified candidates for Agency vacancies.

"A lot of the managers had expressed frustration and that they really would like to do some targeted recruitment," she said.

Vigil reiterated that managers are concerned about the possibility of losing a large part of their trained workforce to retirement in the next 10 to 15 years.

"So we really need to start focusing on building a good pipeline of individuals to come into federal government to take those positions," she said.

The first step, Vigil stressed, is ensuring people in local communities are aware of DLA and its mission through good marketing and branding practices.

"Recruitment is so important to any organization; it's the best way that we have to interact not just with Agency officials, but with external customers as well," she said. ☐

2009 CORPORATE CADRE MEMBERS

Defense Supply Center Columbus:

Robert Boggs

Defense Supply Center Philadelphia:

Ruben Filomeno

Defense Supply Center Richmond, Va.:

*Laurie Darrisaw
and Angela Holmes*

Defense Energy Support Center:

*Frank Pane, Stan Jasiczek
and Phyllis Webster (alternate)*

Defense Reutilization and Marketing Service:

*Amber Gentry-Upston
and Lawrence Edmonds Jr*

Defense Distribution Center:

Mike Hasuga

DLA Enterprise Support:

*Nicole Daddario
and Candace Given (alternate)*

Human Resources:

Elba Lopez-Parks and Liz Vigil

Logistics Operations and Readiness:

*Nancy Brown
and Wendy McKinney*

Acquisition Management:

Mickey Zayas

Financial Operations:

Steve Turley

DLA Accountability Office:

Steven Pigott

Small Business Programs:

Greg Thevenin and Yolanda Webb

General Counsel:

Ruth Vetter and Young Lee

Equal Employment Opportunity:

Cynthia Sexton

WORK IN PROGRESS

Story by Jonathan Stack

The Defense Logistics Agency processes about 11,200 new contract awards and modifications to existing contracts each day, and a new venture under development is expected to help the Agency execute these actions more efficiently.

DLA's Enterprise Procurement project, which planners said will also support DLA's future acquisition needs and mission requirements, is scheduled to be fully operational and deployed by November 2011 and will mark a milestone for the Agency's use of this type of technology, officials said.

"EProcurement is an effort within DLA to standardize the procurement [tools] used throughout the Agency," said Robert Gee, DLA business process analyst. "It's the first time DLA has attempted to standardize procurement software."

As a tool within the Agency's Enterprise Business System, the technology backbone that makes DLA's daily supply-management operations possible, EProcurement is slated to take the place of DLA's legacy contracting system and integrate fully with Enterprise Business System. The project will be used for writing contracts, including simplified acquisitions, long-term contracts, service contracts and performance-based logistics contracts.

Air Force Col. Mike Claffey, deputy director for business process manage-

ment in the Acquisition Management Directorate, said that when EProcurement is fully implemented, it will be the Agency's single contract-writing tool — the first in the Defense Department.

"EProcurement will allow the user to have the capability of automated forms generation and enhanced reporting; the buyer will be able to manage [contract] clauses and have streamlined document generation," Claffey explained. "And a great new feature allows the buyer the ease of maintaining all documents in one place."

The development is an enterprise-wide effort, and plans call for EProcurement to be used in stateside and overseas locations throughout the Agency's eight supply chains.

"During the EBS rollout, DLA entered into a strategic development project with [software maker] SAP America Inc. to assist in the adaptation of its Supplier Relationship Manager Software suite for public-sector procurement," said Chris Webster, former DLA EProcurement process owner. "EProcurement was born out of that exploratory effort as an Enterprise Business System post-production product improvement."

DLA began working with SAP and Accenture in 2002 to develop the EProcurement software.

Planners said the EProcurement solution is being carried out in phases to

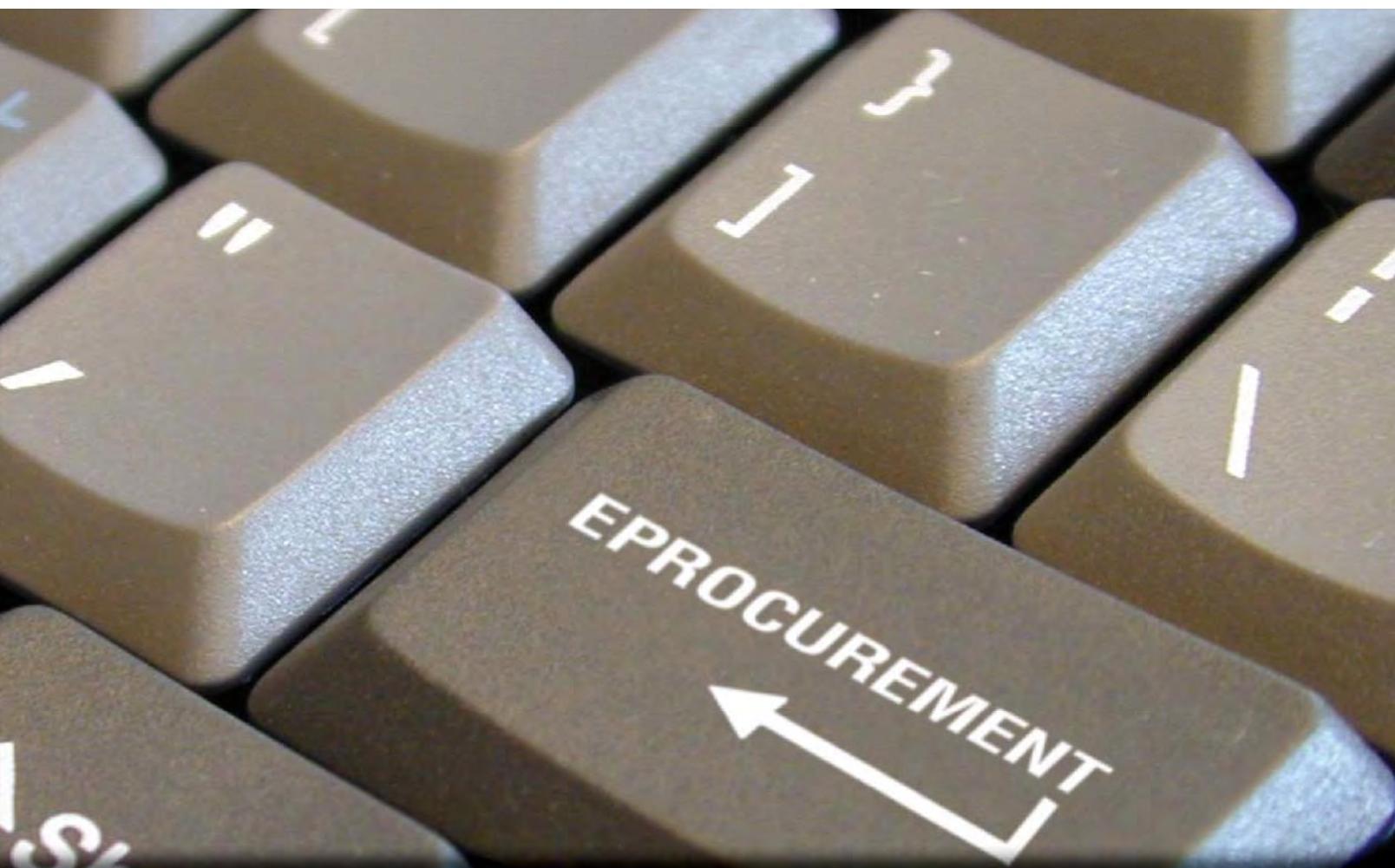


ensure successful implementation. During the build phase, which was recently completed, work plans were created, test documentation development began, technical environments were built, and software configuration started, Webster said.

Gee said DLA provided SAP with a number of functional requirements, such as the capability to create solicitation and award documents that contain pertinent contractual dates, contract clauses, statements of work, and delivery schedules for all types of contracts used by DLA's primary-level field activities.

The EProcurement software will fit within parameters dictated by state and federal government, DOD and allied foreign governments' procurement regulations.

Development and deployment of EProcurement as a replacement for legacy contracting systems is part of a



stewardship initiative outlined in the 2010 Director's Guidance, which is aimed at bringing EBS-enabled business process enhancements on line.

"The test phase [started] in the October/November timeframe," Webster said. "We expect our initial operating capability to occur in Summer 2010."

Webster said DLA will gain many advantages by using EProcurement.

"The Agency will have a tighter integration with core enterprise resource planning software [the Enterprise Business System] and eliminate disparate legacy contract-writing systems," he said. "DLA will have a single contract-writing capability for the entire Agency with a standard set of clauses and forms, which are easier to maintain."

Gee said many local contracting clauses are being developed by each Agency field site, but because there will now be a standard procurement system,

DLA will be able to consolidate those into a set of standard clauses.

"EProcurement will bring all of the procurement and acquisition functions under one application suite," Webster said. "It will vastly improve acquisition visibility, response time to partners and communication between all the DLA elements that manage warfighter support missions."

He said EProcurement will allow the Agency to present a single face to industry instead of different DLA organizations using different systems. EProcurement will also meet the DOD-mandated system interface and procurement data standard requirements.

"Our user community will have a standard look," Gee said.

He said that if DLA has a buyer that works in Columbus, Ohio, for example, that buyer could move to an Agency site in Battle Creek, Mich., or Philadelphia and the system will still look the same.

"By implementing EProcurement, improvements in warfighter support will come from such things as increased visibility of supply-chain weaknesses or problems through business intelligence, leading to a faster reaction time," Webster said.

Webster said the one-system approach will reveal a variety of improved metrics and potential improvements in the time it takes from procurement request to delivery of supplies. And, he said, the improvements in data standards and data management will improve sustainment and reduce periodic interruptions in the acquisition process.

"I think it's a challenging project, but we have a lot of experience from all over the sites engaged," Gee said. "We have a good human performance team set up to make sure all the users and buyers are trained effectively before we deploy. We're looking forward to a successful deployment." ☀

BIG BUSINESS

Story by Heather Athey

If the Defense Logistics Agency were a private-sector company, its annual sales — \$35.8 billion in fiscal 2008 — would place it near communications giant Sprint Nextel on Fortune Magazine's list of 500 top-performing businesses.

DLA executes more than half a million contract actions annually in support of warfighters' and other customers' requirements courtesy of the 3,000 acquisition professionals working throughout the Agency.

The Acquisition Management Directorate, helmed by Nancy Heimbaugh, is the backbone of DLA's contracting and buying operations. As DLA's senior

procurement executive, Heimbaugh is responsible for developing, applying and overseeing the acquisition policies that help the Agency's staff buy what warfighters need to stay mission-ready.

"The Defense Logistics Agency is proud of its role as America's combat logistics support agency," she said in recent testimony before the House Armed Services Committee. "As large and diverse as our mission is, it continues to evolve and grow in direct response to the needs of the Defense Department and warfighters."

Acquisition is a core competency at DLA and a key contributor to the success of its mission, Heimbaugh said. And steward-

ship is key to DLA's acquisition strategy — ensuring the Agency obtains the best value for every taxpayer dollar spent.

To aid in overseeing its enormous acquisition mission, the Agency established a separate Acquisition Management Directorate in 2007 and placed the chief procurement officer as its director to ensure proper emphasis is placed on management and oversight of DLA's acquisition programs. More recently, se-

Sailors from the supply department of aircraft carrier USS George Washington move pallets of produce on the flight deck during a vertical replenishment in the Pacific Ocean. Warfighters get fresh produce thanks to the efforts of the Defense Logistics Agency and its prime-vendor contracting program.



Navy Seaman Adam K. Thomas

nior executives were placed into "head of contracting activity" positions at each of the Agency's four major buying activities to keep close watch on how effectively DLA buys what customers need.

At the strategic level, Heimbaugh said, her team's goal is to develop a comprehensive portfolio of acquisition solutions that represent the best practices for buying the different types of goods and services DLA acquires for customers.

"In implementing that goal, we work to develop approaches that address our customers' specific needs and the specific challenges they face," she said.

Customer Responsiveness

Drawing on lessons the Agency learned by supporting warfighter needs during operations Desert Shield and Desert Storm in the early 1990s, acquisition leaders adapted a private-sector best practice for improving pharmaceutical support to customers.

Known as the prime-vendor model, the concept allowed DLA to empty its warehouses of inventory and reduce costs for customers while accelerating delivery, often to fewer than 48 hours from the time the order was received.

"Perhaps most significantly, transitioning from maintaining stock in government warehouses to relying on commercial distributors provided our customers access to the vast array of pharmaceuticals available in the commercial sector,"

Heimbaugh said. "By contracting with commercial distributors to handle our pharmaceutical orders, we improved customer service and drastically reduced overhead costs."

After the initial pharmaceutical success, the Agency deployed the prime-vendor model and variants of the concept to support worldwide customer

Air Force Senior Airman Shane Dunaway



Air Force Senior Airman Ben English drains fuel from an R-12 refueling truck at Andersen Air Force Base, Guam, to sample it prior to use. Warfighters get the jet fuel they need through contracts executed by the Defense Logistics Agency.

requirements for medical and surgical equipment; subsistence; maintenance, repair and operations materials; metals; and special operations requirements.

"Most recently, we have adapted the prime-vendor model to meet the challenge of supporting the military services' requirements for jet fuel in Afghanistan. Our fuel prime vendors are responsible for the total supply chain, using multiple supply points and arranging transportation for delivery to Bagram Air Base," Heimbaugh said.

Use of fuel prime vendors has reduced DLA's vulnerability to fuel shipment disruption, she said.

"DLA's annual sales to customers through prime vendors, including fuel, are approximately \$8 billion and a significant portion of these sales represent

support to warfighters deployed to the U.S. Central Command area of responsibility," Heimbaugh said. "These service members receive the same high-quality support through prime-vendor contracts as service members stationed inside the continental U.S."

Part of what makes these acquisition models portable — so they work stateside

as well as overseas — is the Agency's work to pursue pricing excellence.

Keeping Prices Right

In 2008, DLA established a Center of Excellence in Pricing and tasked its staff with reviewing contract prices across the Agency, detecting overpricing and conducting corrective action.

More than 95 percent of DLA's contracts are competitive, and this competition is the basis for determining the price [for goods] on a contract in conjunction with price/cost analysis and best value decisions, said Catherine Benavides, of DLA's Procurement Integrity and Pricing Division.

"[It's important to warfighters that DLA practice pricing excellence because] it's a matter of public trust," Benavides said. "DLA is required to obtain the best value for the taxpayer's dollar while compensating its contractors fairly for goods and services purchased."

Center of excellence analysts have identified \$330,000 in overcharges that have been recouped from the responsible contractors to date, and analysts expect to recover an additional \$300,000 in the future.

The center's analyses have also been responsible for pricing-related improvements in a number of DLA's prime-vendor programs that are expected to result in future savings of approximately \$1 million

"The Defense Logistics Agency is proud of its role as America's combat logistics support agency."

— Nancy Heimbaugh

annually," Heimbaugh said.

Benavides said DLA adjusts prices it charges customers as circumstances warrant, but these changes are governed by several guidelines: The price has to be high enough to cover DLA's costs to provide the item or service, and it has to be stable or consistent enough that the military services can budget for the specific items.

"The other side of this coin is the price DLA has to pay to its suppliers. In very stable markets, DLA uses firm-fixed price contracts, where the price in the awarded contract never changes," she said. "The remainder of contracts awarded have fixed prices but contain an economic price adjustment clause."

This clause provides flexibility in the contract to revise the price up or down based on specified contingencies. The frequency of these price changes is determined by how stable the market is for the price or service, which also contributes to whether the price changes annually, quarterly or daily.

"For example, most fuel contracts are adjusted daily or weekly based on a selected index that tracks the average price of fuel for a product and market," Benavides said. "The price of the product on that contract then changes to keep in step with the selected index."

Maintaining pricing excellence is part of the directorate's overall focus on acquisition oversight and incorporating industry and federal best practices.

Keeping Watch

DLA also relies on review programs both by management and at the peer level to monitor its adherence to federal acquisition regulations. Procurement Management Reviews, periodically conducted at each of the Agency's buying activities, aim to evaluate the integrity of the procurement process, assess business practices and ensure statutory requirements are met.

They also focus on results achieved

by the organization and include an in-depth technical assessment of acquisition planning, contract solicitation, the award and post-award process and a comprehensive review of the contract files," said Rusty Wells, also of the Procurement Integrity and Pricing Division.

New peer review program, currently in coordination among DLA's contracting sites, will be shaped around the Agency-level program and will focus on identifying best practices to be shared with primary-level field activities, Wells said.

"The program will ensure that contracting officers are implementing negotiation policy and regulation consistently, improve the quality and effectiveness of the contract process, and facilitate sharing of lessons learned," he said.

Though the recommendations from the peer review program will be advisory in nature, Wells said, significant findings could result in changes to a contract.

"On at least one occasion, a procurement management review alerted us to a systemic weakness that necessitated comprehensive revisions to the acquisition programs at one of our buying activities," Heimbaugh said.

New Faces, New Lessons

These reviews are also important as DLA accepts the additional depot-level repairable procurement mission from the military services, she said. DLRs are spare parts that can only be repaired at the depot-maintenance level, such as transmissions, engines and starters.

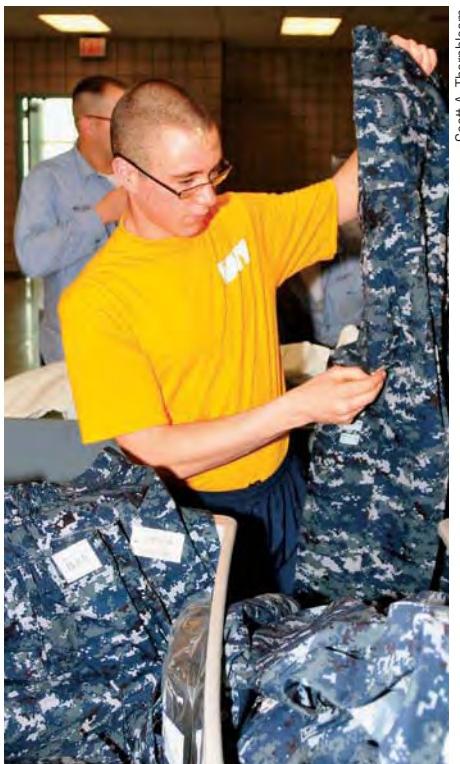
"As the result of Base Realignment and Closure decisions, DLA's mission has expanded beyond consumable items to include the acquisition of depot-level repairable items and responsibility for complete privatization of the Defense Department's management of tires, chemicals, petroleum, oils and lubricants, and compressed gases and cylinders," Heimbaugh said.

Accepting these new missions means DLA must integrate the acquisition professionals coming from these military service sites into its existing team.

"Before BRAC, DLA hadn't purchased DLRs, and there's a different type of knowledge required for buying these items because of product specifications and manufacturing challenges," said Amy Sajda, supervisory procurement analyst in the Acquisition Management Office.

As these new members are integrated into DLA, leaders hope to transfer to them the Agency's knowledge of consumable item purchasing and gain knowledge based on their history of purchasing DLRs, she explained.

"Over time, we hope to have buyers who can go anywhere in the Agency and who have the wherewithal to look across the DLA enterprise and identify



A recruit examines his newly issued Navy working uniform at Recruit Training Command. The uniform will replace the current working uniform. The Defense Logistics Agency is working with the Navy to provide these new uniforms to Sailors worldwide.

"Ninety-eight percent of the Defense Logistics Agency's acquisition workforce is funded by customer purchases, so the Agency is very cognizant of the impact its hiring decisions have on prices customers pay."

— Gabrielle Zimmerman

opportunities for joint operations with the military services or strategic contracts," Sajda said. "We're looking for them to find things that pass the 'man on the street test' — asking 'what would you pay for this deal?'"

The ultimate goal of this skill and knowledge integration is to enhance warfighter support via a streamlined process and better prices and delivery, she said.

"Initial reviews at our depot-level repairable detachments indicate we will be able to share good ideas and adopt many best practices from our new DLA team members," Heimbaugh said.

In addition to knowledge sharing among established and new procurement professionals, the Acquisition Management Directorate is heavily invested in the continuing education of its workforce.

Driving Forward

Ninety-eight percent of DLA's acquisition workforce is funded by customer purchases, so DLA is very cognizant of the impact its hiring decisions have on the prices its customers pay, said Gabrielle Zimmerman, Defense Acquisition Workforce coordinator in the Procurement Integrity and Pricing Division.

"DLA's acquisition workforce strategy is to strengthen the current workforce through developmental opportunities in order to build and maintain the skills necessary for continued outstanding performance," she said. "Our emphasis is on creating efficiencies as an alternative to increasing resources."

Competency assessments pinpoint areas where training will be most beneficial, she said, and the Agency monitors its employees' compliance

with Defense Acquisition Workforce Improvement Act requirements to ensure they have the training and experience necessary to perform acquisition work. Tracking the continuous learning required by DAWIA also encourages employees to stay sharp and expand their knowledge.

Zimmerman said DLA also has a robust intern program for its largest acquisition fields — contracting and production, quality and manufacturing. Interns participate in a two-year developmental program of training and on-the-job experience that earns them a level two certification in the field.

"For the past several years, we have aggressively hired interns. We currently have 399 contracting interns in place at our buying activities and plan to hire approximately 230 interns in fiscal 2010," Heimbaugh said. "The success of our acquisition program is built on several key enablers, ... the first of which is our outstanding and diverse acquisition workforce."

The Agency uses the Student Career Enhancement Program to provide work opportunities for college-level students while augmenting its workforce. Successful SCEP graduates are automatically eligible for the intern program in their career field.

"Intern programs replenish the workforce as more seasoned employees retire," Zimmerman said.

Looking Ahead

Planning for future needs — in terms of warfighter requirements and workforce bench-strength — are part of what Heimbaugh sees as a successful strategy for

Acquisition Management Directorate

Mission:

Ensure all contracting policy, systems, program management and operations are in support of the Agency's strategic objectives. Senior procurement executive and staff support principal development, application and oversight of DLA acquisition policy, plans, programs, operations and functional systems.

Vision:

Acquisition excellence with integrity.

Fast Facts:

\$35.8 billion in purchases in fiscal 2008

Approximately 2.2 million contract actions in fiscal 2008

95 percent of contract actions were competitive

77 percent of dollars spent are for items on long-term contracts

32.2 percent of dollars spent goes to small business

Acquisition Workforce:

3,140 contracting
26 life-cycle logistics
669 production and quality
91 other career fields

Additional Missions:

Joint Contingency Acquisition Support Office
Defense National Stockpile Center

meeting the challenges ahead, she said.

"Given the size of our acquisition program, we are prepared to face major challenges, ... [but] we are confident we will be successful in meeting these challenges and those that will follow," she said. ★

TEN QUESTIONS WITH. . .

Nancy Heimbaugh

Acquisition Chief Discusses Hot Topics in Defense-Related Procurement

1. How did your background in federal acquisition prepare you to be component acquisition executive and manage the Defense Logistics Agency's worldwide acquisition operations?

I started my career in Navy civil service and was later accepted into the Defense Leadership and Management Program, part of which is to attend a professional military-experience school. At the Industrial College of the Armed Forces, I got the experience necessary to be a senior leader. Working for DLA interested me because of its large contracting mission — a nice fit for me coming from the Navy supply community. I joined DLA right after ICAF graduation in 2001 and worked extensively in acquisition at headquarters until accepting the head of contracting position at Defense Supply Center Philadelphia. The combination of my Navy staff and operational experience and my headquarters and field-level operational experience with troop support prepared me to be the senior acquisition executive.

Defense Logistics Agency Photo



2. In the past two years, DLA has established a separate acquisition directorate and placed senior executives as heads of contracting at its four major buying activities. What benefits does this yield for the Agency and for warfighters?

Establishing a separate Acquisition Management Directorate ensures we

place proper emphasis on management and oversight of DLA's acquisition programs. Placing senior executives at the four major buying activities will ensure the efficacy and integrity of the acquisition process in each of DLA's eight supply chains.

3. Since adopting the prime-vendor model, DLA has accelerated item delivery, emptied warehouses of stockpiled items and reduced costs passed along to customers. How has the model helped the Agency supply warfighters in Southwest Asia?

A significant portion of DLA's annual \$8 billion in prime-vendor sales represents support for deployed warfighters. They receive the same timely, high-quality support for their material requirements through prime-vendor agreements as do their counterparts stationed in the continental United States.

Acquisition Operations

Prime Vendor Model

Integrated Logistics

Continuo

4. What solutions does the Agency offer customers with requirements incompatible with prime-vendor contracts?

DLA pursues tailored vendor logistics solutions that align directly with customer requirements when they're incompatible with prime-vendor programs. For example, our industrial product-support vendor contracts deliver repair parts directly into shop-floor bins in military service maintenance and repair facilities. The integrated logistics partnership in support of the Army's Humvee reset program provides the same direct-to-shop-floor support while postponing government acquisition of and payment for the part until the point of use.

5. There is a major focus at DLA on continuous improvement. How does the Acquisition Management Directorate work to continuously improve support to warfighters?

DLA's commitment to Continuous Process Improvement can be seen in its fresh fruit and vegetable acquisition program. A significant reduction in demand made it impossible to maintain the network of nationwide buying offices that previously made daily purchases from small vendors on local markets. Instead, we awarded a series of 35

regional contracts, each set aside for small-business participation, to provide the same high-level support to local military customers and schools participating in the U.S. Department of Agriculture Farm-to-School program.

Incorporation of lessons learned is important to continuous improvement. DLA's approach can be seen in the second generation of its Fleet Automotive Support Initiative, which provides automotive parts to customers worldwide. DLA built upon its first experience to develop a program that provides global support and maximizes small-business utilization. Forty-five percent of the requirement — about \$279 million over four years — is reserved exclusively for small-business participation at the prime-contract level.

Our goal is to have every member of the workforce use CPI tools and methods to make improvements. We recently appointed a focal point to ensure plans are in place to facilitate tangible benefits and intangibles, like increasing customer and employee satisfaction. We are realizing efficiencies every day, most recently via a revamped procurement management review program and are establishing milestones and timelines

for additional formal CPI projects.

6. DLA prides itself on dedicating a portion of its acquisition to small businesses. What benefits does this yield for the stakeholders involved?

DLA is a major contributor to the Defense Department's socioeconomic program, having awarded 32 percent of contract dollars — about \$7.9 billion — to small businesses during fiscal 2008. DLA's support of America's small businesses helps maintain a vibrant domestic industrial base that provides essential products to warfighters at competitive prices.

7. Acquiring consumable items available from a single source once presented problems for the Agency. How does DLA's strategic sourcing policy help mitigate sole-source concerns?

Consumable items available only via a single source, often the original equipment manufacturer, once presented a major challenge. DLA has developed strategic supplier alliances with more than 50 of



us Process Improvement

Long Term Viability

Acquisition Workforce Development

TEN QUESTIONS WITH . . .

these suppliers, and the long-term agreements replace our transactional purchases of individual parts and incorporate large numbers of items. Through economies of scale, they reduce prices and generate inventory savings while shrinking lead times and improving item availability. In short, they provide many of the benefits of competitive acquisitions.

We have extended this approach to parts from multiple sources, competitively awarding long-term contracts for items that can be logically grouped together. Seventy-six percent of our awards, measured in dollars, are long-term contracts. To date, this strategic sourcing program has generated more than \$335 million in inventory savings while improving material availability for covered items from 85 percent to 91 percent.

8. DLA depends on the industrial base to supply what customers need. How is the Agency partnering with private industry to ensure a strong industrial base now and into the future?

DLA's industrial base is a critical enabler of acquisition mission success. We work closely with industry partners to maintain the base's long-term viability, monitor its health, address issues and intervene directly when necessary to protect the stability required to produce designated "warstopper" items. We do this through prudent

investment of congressionally provided warstopper funding, which has been used, for example, to maintain surge capability of the sole-source producer of nerve agent antidote auto-injectors and to ensure availability of fabric used to manufacture chemical protective suits. We also incorporate surge and sustainment requirements into long-term contracts for go-to-war items, leveraging the competitive process to ensure our ability to support mobilization requirements at the least cost to customers.

9. DLA's daily contract execution is due to the work of more than 3,000 acquisition professionals throughout the Agency. What steps has DLA taken to help its workforce pursue acquisition excellence?

DLA has consistently had leadership appropriate to the size and complexity of its acquisition mission as well as an aggressive oversight program to maintain the integrity of its processes. The separate Acquisition Management Directorate at headquarters, led by the senior procurement executive, strengthens this program.

DLA carefully monitors compliance with the Defense Acquisition Workforce Improvement Act and fulfillment of continuous-learning requirements to ensure its workforce is fully trained and job-ready. The Agency is using Defense Acquisition Workforce development funds to help subsidize training

and is planning for the future by aggressively hiring interns. The Agency currently has 399 contracting interns at its buying activities and plans to hire about 230 interns in fiscal 2010.

The scheduled fiscal 2010 rollout of the EProcurement module of DLA's Enterprise Business System will be a critical enabler of the acquisition mission. As DLA's single contract-writing tool, EProcurement will automate contract processes, enhance administration capabilities and provide greater visibility so the Agency can continuously monitor and manage contract performance.

10. What do you see as the future for acquisition at DLA?

Given the size of our acquisition program, it's inevitable that we will face major challenges. The deployment of EProcurement is a major undertaking. Similarly, the integration into DLA of depot-level repairable buyers [under 2005 Base Realignment and Closure legislation] who formerly reported to the military services will be a near-term challenge. We also face more specific challenges, such as the issue of counterfeit microelectronics. However, I am confident we will be successful in meeting these challenges and those to follow. We have the people, processes and technology to provide best-value support to the military services, and I know we will continue to provide effective support to warfighters while serving as good stewards of taxpayer dollars. *

Acquisition Operations

Prime Vendor Model

Integrated Logistics

Columbus Supply Center Helps Field New Vehicles

Defense Logistics Agency project managers at Defense Supply Center Columbus, Ohio, and the Defense Logistics Information Service, in Battle Creek, Mich., are working with a defense contractor to ensure spare parts are available for the military's new all-terrain vehicle.

"We're starting on the right foot with [the Mine Resistant Ambush Protected All-Terrain Vehicle], beginning with provisioning. This effort will help with forecasting and procurement of these items," said John Dreska, DLA deputy Mine Resistant Ambush Protected vehicle project manager.

Oshkosh Defense, a subsidiary of the Oshkosh Corp., has ramped up to make more than 5,200 of the new all-terrain vehicles, and DLA is responsible for supplying sustainment spare parts.

Dreska said DSCC will be able to

leverage an existing corporate contract with Oshkosh and that many items are already in the supply system because some M-ATV parts are also found on other Oshkosh vehicles or MRAP variants.

The new M-ATV has a Caterpillar C7 370-horsepower engine, Michelin tires, Spectrex/Firetrace fire-suppression systems and Allison transmissions — items already supported by DLA supply chains, he said.

"We don't have to start from scratch with this MRAP fielding," he said.

DLIS is slated to host five M-ATV provisioning conferences between September and May. This early start on provisioning will help produce more complete data than was available with earlier MRAP variants, Dreska said.

The primary mission of the M-ATV is to protect troops in Afghanistan from mines, improvised explosive devices, rocket-propelled grenades, explosively formed penetrators and small-arms fire.

— Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office



Puget Sound Employees Join DLA

The Defense Logistics Agency added 205 supply and logistics professionals to its rolls recently when the Navy transferred its supply, storage and distribution functions at Fleet and Industrial Supply Center Puget Sound, Wash.

The transfer is part of 2005 Base Realignment and Closure decisions to transfer SS&D functions from the Navy to DLA's Defense Supply Center Columbus, Ohio.

Navy Capt. Stephen Shapro, FISC Puget Sound's former commanding officer, explained that as regionalization of stand-alone supply departments around the Pacific Northwest represented an opportunity for the Navy to do business better and smarter, so now does the transfer of supply, storage and distribution functions to DLA as an integral part of the joint operating force.

Navy Cmdr. Chris Anderson, commander of the new DLA Puget Sound Naval Shipyard and Intermediate Maintenance Facility gave a brief history of FISC Puget Sound and thanked the stakeholders involved in making the transfer a success.

Closing out the transfer ceremony, DSCL Deputy Commander James McClaugherty remarked on the potential synergy of bringing the Navy and DLA teams together.

"A great leadership principle is that people working together have a better chance of winning together," McClaugherty said. "I believe that's what BRAC had in mind looking down the road, bringing individuals committed to excellence around the country, putting them together to do important work critical to this nation's security."

— Debra Perry
Defense Supply Center Columbus
Public Affairs Officer

DLA NewsWire

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ACHIEVING THE DEFENSE LOGISTICS ENTERPRISE

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Defense Logistics Agency Director
Vice Adm. Alan S. Thompson



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'Point Of Use' Builds Trust Between DLA, Air Force

Ogden Air Logistics Center, at Hill Air Force Base, Utah, is responsible for an estimated 7.5 million production hours annually. When Air Force mechanics there need a part, sometimes they simply can't afford to wait.

With a seemingly endless stream of fighters, bombers and other aircraft cycling through for maintenance and repairs, along with missiles and an array of other items, workers in hangars and shops across the base can do their jobs faster with immediate access to parts.

And that is exactly what they get with the Defense Logistics Agency's new "Point of Use" concept.

"We're allowed to have a set [amount] of stock forward here in the [shop service center]," said Nikki Cassell, chief of DLA Ogden's Electronics, Missiles and Software Materials Support Division. "Part of that stock that we're allowed to have here, we've shared in [bins] out on the floor. So, when the mechanic has the need for material, all he has to do is walk a couple feet to his [bin]."

DLA Ogden falls under the authority of Defense Supply Center Richmond, Va., the Agency's aviation demand- and supply-chain manager. DLA Ogden was activated in July 2008 as part of 2005 Base Realignment and Closure deci-

sions that directed all supply, storage and distribution functions at service-run maintenance depots, industrial sites and shipyards transfer to DLA to optimize military readiness.

Trisha Pidcock manages one of the DLA Ogden shop service centers in Cassell's division and said the mechanics her team supports have come to rely greatly on Point of Use. "They actually get really upset when we talk about taking material away from it or moving it in any way, shape or form," she said. "They don't want it to go anywhere; they absolutely love it. ... Some of them don't even have to get out of their chair; they just swivel and there's their part."

Barbara Simbro, chief of supply at DLA Ogden, said her intent is to expand Point of Use wherever it makes sense.

"We're after high turnover, high volume, and high replacement factor-type material," Simbro said. "For example, ... the ramp shop is responsible for producing ramps for the C-130s. ... We were able to reduce their flow days [the amount of time to produce the ramps] from 150 days to 100 days. And we did so by placing the material at the point of use, so no longer does the mechanic have to wait for parts."



Rather than reducing material in Point of Use bins, current plans are to increase the 5,000 item types currently available through the bins to more than 25,000 by 2010, Simbro said. That equates to at least 15 percent of the items DLA provides at Hill AFB being available through Point of Use.

Simbro said the entire concept might seem counterintuitive to some in the supply field. "Supply type folks are taught all of our lives: inventory accountability, inventory trackability and inventory serviceability – tight controls," she said. "You just don't give away the material or put it out loose somewhere where someone can just take it."

Point of Use changed all of that, Simbro said. "What we've done is build a trust between production and supply."

One of the benefits to that trust, Simbro said, is a reduced hoarding of parts by mechanics, something generally done out of uncertainty about when more parts would be available again.

"Mechanics and production types are more apt to give us real, accurate data on replacement factors and units per assembly," Simbro said. "We find that it assists the mechanics in producing end



Production Service Fills Order Fast So Warfighters Can Redeploy

The Travis Air Force Base, Calif., facility of the Document Automation & Production Service recently filled an urgent request from elements of the 25th Infantry Division in Qatar for color labels depicting the division's logo. The division needed the labels quickly to mark shipping containers for a redeployment of its units.

Based in Hawaii, the 25th Infantry Division has deployed several times to Qatar, Iraq and Afghanistan.

The DAPS Travis facility specializes in production of labels, decals, stickers and banners for customers, and its mission includes production of military identification for aircraft flown by the U.S. Air Force and NATO allies. DAPS is the main decal producer for the Air Force, including the USAF identification letters and tail numbers for all aircraft.



DAPS Travis received the request on a Saturday, and the labels were to be made from both magnetic and adhesive materials and cut to various sizes.

The DAPS Travis team produced and delivered the customer's order more than 7,500 miles away in just over a week. The timely response and delivery meant scheduled maneuvers by the division would not be delayed now that their containers were properly labeled. A message from division leaders noted their high appreciation of DAPS' efforts.

DAPS is a field activity of the Defense Logistics Agency aligned with its Information Operations Directorate and is the document solutions provider to the Department of Defense.

— Keith Beebe
Document Automation & Production Service
Public Affairs Officer

items quicker, because they don't have to tear down an end item, order all the parts, and then wait three to five to seven and sometimes up to 13 days to receive the material."

"There's no waiting," Burrow said. "They need a part, they just come and get it. It gets them back in production. ... It keeps them at the bench, keeps them working, everybody's happy."

Dave Pedersen, a production material technician in Cassell's division, devised a scanning system to make getting parts easier for mechanics while maintaining accountability for purchases.

"When the mechanic needs a part, he'll come over here to the cabinet," Pedersen said. "He'll scan the bar code, which identifies the part that he's taking. And then he'll scan his badge number."

Pedersen also implemented a physical card system to be used in tandem with the scanner, which provides a second means of tracking inventory.

Simbro said this trust-based system works only if the customers taking the parts scan every item they get from a Point of Use bin so it gets charged appropriately. To maintain inventory control, she said, mechanics are made aware that any missing items are charged for, as well. "They have to understand it's important, because if they don't charge it out, they mess up the supply chain in terms of replenishment and we won't know how many of what type to bring back in for them."

— Stephen J. Baker
Defense Supply Center Richmond
Public Affairs Office

OPERATION WARFIGHTER

Story by Beth Reece

Army Spc. Clay Henson learned how to aim and shoot a rifle at age 4 while hunting rabbits with his granddad in Tuscaloosa, Ala. The skill came to him so naturally that when he saw a Discovery Channel program about the U.S. Army Sniper School in his early teens, Henson knew he wanted to be an infantryman.

He enlisted after high school in 2006. But before his 21st birthday, Henson — a gunner for the 101st Airborne Division — lost his dream job to a roadside bomb in Iraq on April 29, 2008.

Henson is still recovering from the blast, which lodged a quarter-inch chunk of shrapnel in his brain. But a Defense Logistics Agency partnership with the Army's Warrior Transition Command gave the combat veteran a chance to rediscover the art of aiming and shooting — this time with a camera.

The new DLA program, called Operation Warfighter, offers temporary work assignments to service members recuperating from injuries suffered in Iraq and Afghanistan. As one of the first participants, Henson was assigned to the DLA Enterprise Support Multimedia Division and served as an official photographer at local Agency events until being selected for a 60-

day photography internship with the National Reconnaissance Office that began Aug. 31.

"We want to give wounded service members meaningful activity outside the hospital environment and help them transition to the civilian workforce should they decide to leave the military," said Bret Nichols, DLA's Operation Warfighter program manager.

The Defense Supply Center Richmond, Va., has already made similar arrangements with local medical centers run by the Department of Veterans Affairs, but Operation Warfighter is working to establish an Agencywide policy for carrying out the partnerships, Nichols said.

The program is currently being tested in DLA Enterprise Support and will expand to include all headquarters' directorates later this year, followed by an Agencywide launch in early 2010. The staged rollout, Nichols said, will allow DES time to smooth out potential kinks and create formal guidelines.

Nichols began working with the Warrior Transition Command in Crystal City, Va., in July to find service members interested in the program. The command oversees the care of more than 9,500 wounded and ill Soldiers assigned to

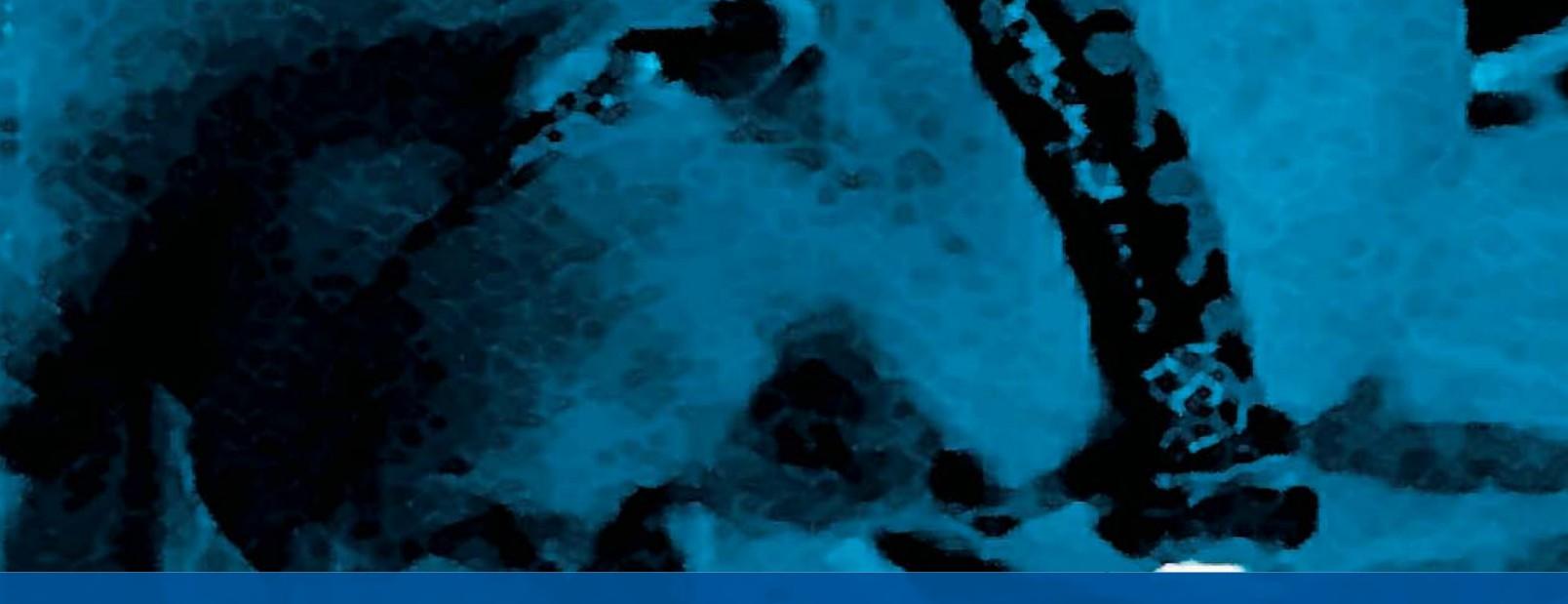
warrior transition units throughout the United States. The command also links service members with employment or education opportunities as they transition back to the Army or return to civilian life.

"In the Army's experience, Soldiers who keep mentally and physically active recover faster than those who just stay in



Army Spc. Clay Henson

Army Spc. Clay Henson



the barracks, so these work assignments are considered part of the recovery process," Nichols said.

The Warrior Transition Command helps government agencies like DLA find service members who best match their criteria and work type by giving them access to a database that contains resumes of interested individuals. DLA supervisors may interview potential candidates, and details of work assignments are usually informally arranged between supervisors and individual service members' Warrior Transition Unit, Nichols said. Because the Soldiers are usually still undergoing therapy, work schedules typically cover about 20 hours per week.

"Some of the participants are able to work more than others, but technically speaking, they're not DLA employees. They're on the military's rolls and the military is paying them," Nichols said. "This is good for DLA because supervisors don't have to budget for another salary, and they don't have to have the authority to hire in order to take advantage of these partnerships."

The experience was valuable for Henson, whose plans include leaving the Army and starting a new career in

photography.

"I learned a lot just from being able to interview for a job as a photographer," he said. "I know what kinds of things I should do differently and how to better present myself as a professional."

Multimedia Division Chief Ken Whitehead said Henson was a perfect fit for his small staff.

"Specialist Henson came along at just the right time for us, and his photography skills are exceptional. This program is a wonderful chance for DLA to help service members who sacrifice so much for us every day," Whitehead said.

While the Warrior Transition Command was created to assist the large number of service members injured in Iraq and Afghanistan, it also helps those who have medical disabilities that require them to leave the military. Those Soldiers are also great candidates for work assignments with DLA, Nichols said.

Another example is Army Maj. Warren Spencer, who was evacuated to Walter Reed Army Medical Center when doctors determined he needed a pacemaker to control his irregular heartbeats last year. After surgery, Spencer was assigned to the Fort Belvoir Warrior Transition Unit to await a

medical evaluation board that would determine whether he could stay on active duty or would need to retire.

When Spencer learned about the temporary work assignments at DLA, he "jumped at the opportunity," he said.

"My occupational specialty is logistics, so this seemed like a perfect fit," said Spencer, who began working with DES-Energy, which provides support to the Defense Energy Support Center, in August. "This experience will give me a head start as I transition back to the civilian world and begin a new civilian career."

If left to Nichols, every Soldier under the Warrior Transition Command's care would earn work experience at DLA, he said.

"This is by far the most rewarding job I've had in my entire career. I'd hire all these guys if I could," he said. ☺



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OPERATION WARFIGHTER

I AM

DLA

My name is:
Annette Adrian

I am:

A transportation management specialist at the Defense Distribution Depot Europe, in Germersheim, Germany, and a local national.

Describe your job in a sentence:

I am responsible for all over-ocean container bookings for DDDE. These bookings are for delivering customer orders in the U.S. Central Command, U.S. Africa Command and U.S. European Command areas of responsibility.

How long have you worked for DLA?
I have worked for DLA for three years.

What's your favorite thing about working at DLA?

The working atmosphere here at DDDE is great, and being a DLA employee is very satisfying. It is rewarding getting the chance to be part of the end-to-end supply-chain process. I understand America's commitment to world peace and the risks our warfighters endure every day.

What's your best memory of working here?

DDDE has given me the chance to train and learn other transportation-related jobs so I can perform tasks in multiple subject areas. DDDE's team spirit is something I will remember forever, and the transportation team members help each other in achieving the ultimate goal of supporting warfighters.

How do you make a difference to warfighters?

By ensuring all booking documentation and requests are accurately completed allowing fast and efficient processing of containers through the sea ports. This enables warfighters to have the necessary commodities to perform their missions.



Annette 